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ABSTRACT

To plan and conduct an effective diversity effort, organizations need a framework that provides a broad perspective and relevant recommendations for all gender and ethnic groups. This book helps organizations and leaders design and implement practices to develop diversity within the management ranks. Data were based on interviews with 196 managers in 16 organizations that were especially successful in diversifying their leadership. Part 1 discusses the benefits and challenges of incorporating diversity into a business strategy. Chapter 1 describes the cumulative benefits that an organization can gain by achieving leadership diversity. Chapter 2 examines the nature and extent of differential treatment based on sex and ethnicity. The third chapter shows how three key ingredients for sustained leadership development--challenge, recognition, and support--are critical to promoting the upward mobility of minority groups and focuses on how balancing these three ingredients promotes diversity. Part 2 (chapters 4 through 6) focuses on three practices used to foster diversity--accountability, management development, and recruitment. Each chapter in part 3 describes one step in the process of developing a coherent diversity plan: conducting an internal assessment; increasing top management commitment; choosing solutions that fit a balanced strategy; defining and assessing outcomes; and using building blocks to maintain momentum. Appendices contain notes on the Guidelines on Leadership Diversity (GOLD) Project. Twelve tables are included. (LMI)

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